



ACHIEVING
GREATER
HEIGHTS

ALBERTA PUBLIC SERVICE
WORKFORCE PLAN

**FINAL
REPORT**
2008-2009

Government
of Alberta

ALBERTA'S PUBLIC SERVICE

Proudly working together to build a stronger province for current and future generations

RESPECT
ACCOUNTABILITY
INTEGRITY
EXCELLENCE

POSITIONING APS FOR SUCCESS

Many things contribute to making an organization great. Above all are the employees. The Alberta Public Service (APS) has a workforce engaged in a wide range of work—from policy development to engineering, from accounting to resource management.

It is a significant challenge to support such a large, diverse workforce. But the Government of Alberta (GoA) is meeting that challenge with the Workforce Plan.

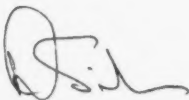
The Workforce Plan is the strategy for strengthening the APS. It focuses on three key priorities:

- Attracting the best talent.
- Developing leadership, ability and expertise.
- Engaging staff to perform their best.

Each year, we use these priorities to identify and subsequently deliver on a range of initiatives to increase the government's ability to attract and retain high quality employees. These strategies are the culmination of dedicated planning by the Deputy Minister Steering Committee and our advisory teams. My thanks to them for their efforts, and also to all the staff who put the plan into action.

Together, we are positioning the GoA for success as an employer of dedicated, talented and engaged staff.

Sincerely,



Dale Silver
Public Service Commissioner



2008 - 2009 HIGHLIGHTS

New, innovative services. Popular, robust programs. Awards. Recognition events. The Workforce Plan drives it all. Backed by sound strategy, we achieved excellence in attracting, developing and engaging employees in 2008-09.

ATTRACTING

- Averaging 1.2 million views per month, the GoA Jobs Website is the first place 84 per cent of applicants learn about GoA employment opportunities, earning the site a 2008 "Employer of Choice Marketing Award" (CanWest MediaWorks).
- In TV, radio and print, we raised the GoA's profile as an employer.
- More than 450 ambassadors across government participated in promoting the GoA to post-secondary students, graduates, high school students and experienced workers.
- GoA offers more freedom of choice and enhanced benefit coverage with MyCHOICE.
- New job evaluation tools and training for the Human Resource Community have standardized and simplified the classification process.

DEVELOPING

- Employee satisfaction with career growth opportunities has increased steadily from 54 per cent to 60 per cent from 2006 to 2008 (Corporate Employee Survey).
- In June 2008, 159 Management Development Program (MDP) and 77 Senior and Executive Managers' Development Program (SEMDP) participants graduated from the management development programs.
- 97 per cent of participants valued our "Leading in Learning" sessions featuring such laureates as Lieutenant General the Honourable Roméo A. Dallaire, Senator.
- In 2008-09 Employee Development processed over 17,000 course registrations for over 1,200 sessions for GoA employees.
- More than 1,000 employees are registered in the Supervisor Certificate Program (SCP).

ENGAGING

- More than 3,600 staff attended "Proudly Working Together" events promoting recognition in the APS and a government-wide agreement was made to recognize employee key milestones.
- We celebrated the work of 27 teams at the Premier's Award of Excellence ceremony. Six of the 27 teams were awarded the Canada Awards for Excellence.
- We established a common performance and assessment process for managers and opted ~~out~~/excluded employees in all ministries.
- We developed a mobile work pilot with participants from Infrastructure, Transportation, Service Alberta and Employment and Immigration.
- We redesigned the Employee Support and Recovery Assistance (ESRA) program to broaden employee accessibility and offer a wider range of services, and revised the GoA Occupational Health and Safety (OH&S) program to promote a culture that values health and safety.

ATTRACTING

Labour was at a premium in 2008. In a highly competitive environment, the GoA stood out as an employer of choice. We combined marketing efforts, recruitment strategies and attractive benefits to pick from among the best. The strategies and initiatives launched have benefited government recruiting and hiring practices, and have positively positioned us for the future.

**What we said
we would do**

*Market the APS as an attractive employment option
for a variety of people.*

WHAT WE'VE ACHIEVED

GoA Jobs Website

www.jobs.alberta.ca

Award-winning marketing and stakeholder-driven improvements kept the Jobs Website a tool of choice for job seekers. In 2008, we enhanced site functionality and content based on input from the public, employees and the Human Resource (HR) Community.

As a result:

- The website averages 1.2 million views per month.
- 84 per cent of applicants first learn of GoA job opportunities through the website.
- In April 2008, the Jobs Website won an "Employer of Choice Marketing Award" under the "Advertising – Online" category through CanWest MediaWorks.

Media and Advertising

In TV, radio and print, we raised the GoA's profile as an employer.

- HR staff attended workshops to strengthen recruitment efforts and enhance their understanding of advertising trends and media options.
- Several HR staff received recognition awards for their superb advertisements.
- Promotional videos "Your Internship" and "Map Out Your Career" (www.jobs.alberta.ca/explore) aired on "Alberta's Best Is Hiring" television series in May and October respectively.
- The Director of Staffing Programs for CHR was interviewed on CBC radio about employment in the public service as part of their "How's Business" series in January 2009.
- New GoA banner advertisements ran in special career-week editions of the Edmonton Journal and Calgary Herald.



ATTRACTING

Ambassador Program

www.chr.alberta.ca/ambassador

This program provides opportunities for employees to connect with potential applicants and promote the GoA as an employer of choice. Currently, more than 450 Ambassadors promote the GoA as an employer of choice to various audiences including post-secondary students and graduates, high school students and experienced workers. In 2008-09, ambassadors spread the message at 37 events such as career fairs, forums and presentations.

Student Employment and Internship

www.jobs.alberta.ca/students

www.jobs.alberta.ca/internships

These programs provide students and recent graduates with valuable work experience with first-hand experience to what the GoA offers in terms of careers and work environment. Employment with the GoA is in high demand among students. More than 2,700 registered for summer employment with

the GoA from February 1 to July 31, 2008 through the Student Summer Employment Registration Service.

- Registration for 2009 began February 1st, supported by strategic efforts to encourage students, HR staff and line managers to use the service.

Recent graduates also showed continued, healthy interest in the internship program.

- There were 318 interns hired in 21 ministries.
- The quarterly GAIN (Government of Alberta Intern Network) newsletter spotlighted professional development opportunities for interns (www.chr.alberta.ca/gain).
- Five professional development sessions were held for GAIN: *Health and Wellness*, *GoA Recruitment Lightning Round*, *Tour of the Legislature*, *So You Think You Can Network*, and *Dollars and Sense Managing your Money Sessions*.
- A coaching and mentoring workshop was held for intern supervisors in October 2008.

**What we said
we would do**

2

Ensure business processes support our efforts to recruit and select the best talent.

WHAT WE'VE ACHIEVED

Pre-employment Checks

To increase efficiency in hiring practices, we made changes to security screening and academic verification processes.

- The requirement to complete a criminal record check no longer applies to all external hires, only to those being hired to positions with this specific requirement.
- The Vulnerability Risk Indicator Screening for Level 2 Enhanced Security Screening was discontinued.
- For post-secondary academic credentials, verification is only required for qualifications relevant to the position being filled.

Corporate Recruitment

This is a coordinated recruitment approach to address common workforce needs across government. We implemented strategies to identify gaps and fill vacancies in the organization.

- For quicker response to immediate staffing needs, the GoA set up a corporate Human Resource Consultant (HRC) unit with four HRC 2 staff who are available for short-term placements in ministries (i.e. less than six months).
- We filled 19 HRC 1 and 2 positions in eight ministries and built an eligibility list of 44 HRC levels 1 and 2 ready for hire.
- We continue to build and maintain the central pool of entry level administrative staff in the Edmonton area from which we filled 207 positions this year.

ATTRACTING

Training and Development for Human Resource Community

CHR continued its comprehensive training program for the HR Community within the GoA. Staff were trained in:

- Staffing fundamentals;
- IMAGIS recruitment and selection;
- Consulting skills;
- Job Evaluation Fundamentals; and
- Labour Relations (multiple courses).

IMAGIS Upgrade

In October 2008, the GoA began upgrading its corporate financial and human resource information management system, IMAGIS (Alberta Government Integrated Management Information System). The upgrade will impact all GoA staff. The new and improved IMAGIS will enhance recruitment and selection processes. The system is scheduled for completion in October 2009.

**What we said
we would do**

3

Offer a compensation and benefits package that encourages people to join and stay with the APS.

WHAT WE'VE ACHIEVED

Benefits and Compensation

www.chr.alberta.ca/benefits

A strong APS compensation and benefits package supports recruitment and retention. In 2008, we improved benefits to members, offering more freedom of choice and enhanced coverage.

- Bargaining unit employees can customize coverage to suit their needs using MyCHOICE, a new flexible benefit program (www.chr.alberta.ca/MyCHOICEhandbook).
- Group health, dental and life insurance benefits coverage for employees age 70 and older were implemented.
- GoA retirees are now able to participate in health and wellness benefits offered by the Alberta Retired Teachers' Association (ARTA) through Johnson Inc.
- The careers and compensation calculator continues to enable employees and potential employees to research and compare opportunities (www.jobs.alberta.ca/researchcareers).

Job Evaluation

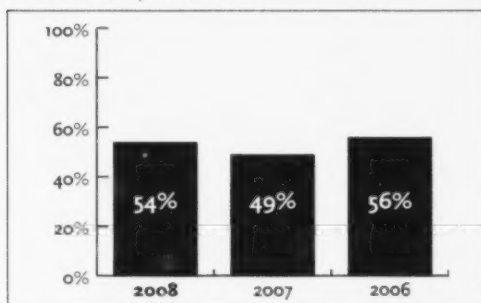
Policies and strategies are developed for the GoA non-management and management classification plans. Maintaining the responsiveness and integrity of our classification framework and building capacity within the HR Community are key. In 2008, Job Evaluation:

- Completed the cross-ministry Executive Manager Review and the Child and Youth Care Worker series review.
- Streamlined the Executive Manager classification process.
- Completed the job evaluation review of GoA positions requiring specialized legal support training in partnership with Service Alberta, Justice and Attorney General and Sustainable Resource Development.
- Developed a long-term quality assurance plan for the Point Rating Evaluation Plan (PREP) and Management Job Evaluation Plan (MJEP).
- Designed management job ladders as a reference tool to assist the HR Community to classify management positions.

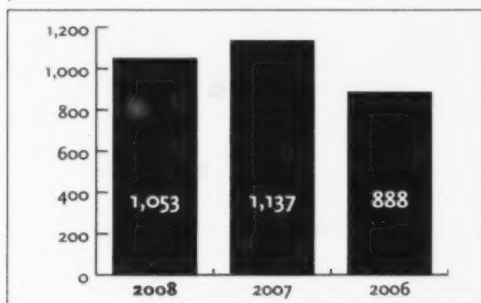
ATTRACTING

Measures from APS Workforce Plan

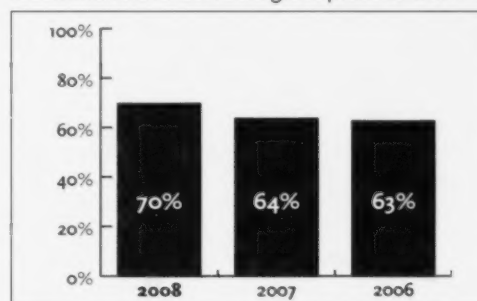
- Per cent of managers with recent hiring experience who agree they are able to attract the talent they need.



- Number of work experience, internship and co-op placements.



- Per cent of employees who agree they would recommend the GoA as a great place to work.



QUICK FACTS

From the Corporate Employee Survey

- Job fit was the main reason given by new employees for accepting employment with the GoA.
- 13 per cent of all new employees previously worked in a co-op, internship or work-experience position with the GoA.

DEVELOPING

Investing in the Alberta Public Service (APS) today ensures a stable foundation over the long term. Our programs and initiatives support career growth and help develop knowledge and skills. From the very first day employees join the APS, we support them with a full complement of learning and skill development opportunities. We're strengthening today's leaders and preparing the leaders of tomorrow.

What we said we would do

Offer learning and development opportunities both on the job and in the classroom.

WHAT WE'VE ACHIEVED

Course Offerings

www.goalearningcentre

In 2008-09, Employee Development's GoA Learning Centre conducted a thorough review of its core programs and services. This process led to a new framework for organizing our learning and development offerings and resulted in a new GoA Learning Catalogue that will enhance employees' ability to identify learning opportunities that address their needs.

- Employees have access to course information using three different categories: topic area, target audience and competency.
- E-learning courses and programs have been integrated under the new topic areas.
- Information in the catalogue is current, accurate and available electronically in time for learning planning.

In 2008-09 Employee Development processed over 17,000 course registrations for over 1,200 sessions for GoA employees.

Orientation to Government Program

www.chr.alberta.ca/orientation

The Orientation to Government session gives new employees an opportunity to meet and make connections with other new employees and provide them with a sense of the big picture. Participants hear keynote messages from various organizational leaders who address key government structures, the APS Vision and Values, Government strategic plan, and an overview of the ministries that make up the APS.

This year, orientation offerings were expanded. There were five sessions in all, with over 2,100 employees in attendance, highlighted by significant firsts.

- An in-person pilot session in Calgary in May 2008.
- A live broadcast session pilot in Fort McMurray in October 2008.

Assessment Services

www.chr.alberta.ca/assessment

Starting with a personalized assessment, this program helps managers build a customized learning and development plan around their individual needs and goals.

Participation is voluntary and it was offered to all three management groups (executive, senior manager - www.chr.alberta.ca/smas, and manager/supervisor - www.chr.alberta.ca/sas) throughout the year.

Response has been strong with 21 executive managers, 57 senior managers and 51 supervisors participating in 2008-09.

Leading in Learning Series

www.chr.alberta.ca/LLS

The Leading in Learning Series events are theme-based learning opportunities on business topics relevant to all levels of managers, and professional, technical, and senior administrative employees in the Alberta Public Service.

Four sessions in the series have been held to date. The first two featured Dr. Marshall Goldsmith and Lieutenant General, the Honourable Roméo A. Dallaire, Senator presenting on the theme of "Leadership." The second two, on "Change", featured presentations by Dr. Gary Bradt and Dr. James Belasco. Across the four sessions held, 91 percent of participants valued the Leading in Learning sessions.

DEVELOPING

Deputy Minister Forums

The Deputy Minister Forums provide excellent learning opportunities for APS leaders with high calibre speakers on relevant topics. Tod Maffin, an expert in internet technologies and strategic use of social media, spoke in December 2008. Trevor Wilson, a Human Equity Strategist and an authority on global diversity, spoke in March 2009.

What we said we would do

2

Support career growth within the APS.

WHAT WE'VE ACHIEVED

Online Career and Succession Planning Tools

www.chr.alberta.ca/succession

The succession management portal for supervisors was launched in June 2008. This resource provides supervisors with information, ideas and practical tools on how to incorporate succession management into everyday activities.

Promotional efforts continued to increase employee awareness of the career portal (www.chr.alberta.ca/careerportal). This valuable resource empowers employees to explore their own career path through self-discovery and personal accountability.

Career Growth Initiative

We continued our participation on the "Interjurisdictional Career Growth" initiative along with representation from eight other jurisdictions. The initiative is focused on sharing and implementing career growth initiatives, measuring progress through employee surveys and ensuring career and learning is part of the performance management process.

Within the GoA, our efforts have led to greater employee satisfaction with career growth opportunities. The Corporate Employee Survey shows a steady increase in results from 54 per cent in 2006 to 60 per cent in 2008.

We also received input from a wide range of GoA staff through focus groups and surveys. This information will be used to plan and direct future GoA career growth initiatives.

Corporate Demographics Report

The third annual Corporate Demographics Report provides key information to guide workforce and succession planning and human resource development strategies. The 2008-09 report will go out to departments in July 2009.

What we said we would do

3

Help employees gain supervisory and leadership knowledge and skills.

WHAT WE'VE ACHIEVED

Supervisor Certificate Program (SCP)

www.chr.alberta.ca/scp

The Supervisor Certificate Program provides a structured learning path for developing supervisors within the Alberta Public Service. The program supports leadership development and the courses combine to address the knowledge, skills and competencies identified as keys to success for APS supervisors.

With more than 1,000 GoA employees currently registered in the SCP, many new and aspiring supervisors are attending the eight program modules.

In September 2008, a ceremony was held in Calgary to recognize 24 participants who completed the program in 2008.

DEVELOPING

Management Essentials

www.chr.alberta.ca/essentials

The Management Essentials program instructs new managers on practices, policies and information specific to managing in the APS. Five sessions were held in 2008-09 with 101 participants completing the course. It covers such areas as finance, administration, information management and security and human resources. It also provides networking opportunities for new managers to meet and learn from their colleagues.

University of Alberta/ Government of Alberta Programs

These programs are designed to assist employees in developing their management and leadership skills. They also offer the opportunity to learn from colleagues and develop networks that are vital for success in a changing environment.

In June 2008, 159 Management Development Program (MDP) and 77 Senior and Executive Managers' Development Program (SEMDP) participants graduated from these programs.

Executive & Senior Manager Mobility Program

www.chr.alberta.ca/mobility

Through developmental secondments between and within ministries, this program facilitates executive and senior manager mobility and provides participants with the opportunity to further develop their knowledge and skills as leaders in the Alberta Public Service.

The mobility program was expanded in 2008 to enhance succession and knowledge transfer efforts including:

- Operational roles were added to secondment opportunities.
- Knowledge transfer roles were opened to senior manager positions.
- A new succession management strategy allows an executive manager to take on a project role while coaching and mentoring a temporary successor.
- Executive coaching is offered to all mobility participants.
- Orientation and additional mentoring and networking opportunities for participants.

For the 2008 program year, 13 executive and senior managers were placed in mobility secondment roles and six executive and senior managers participated in knowledge transfer roles. To date, a total of 82 GoA employees have participated in the Executive and Senior Manager Mobility Program.

**What we said
we would do**

4

Build capacity in developing progressive public policy.

WHAT WE'VE ACHIEVED

Building Policy Capacity – Human Resource Strategies

The Human Resource strategies to attract, develop and engage policy professionals are part of a broader strategy to build policy capacity in the APS, guided by a Deputy Minister working group on policy capacity.

With the guidance from an Assistant Deputy Minister human resources working group, we are:

- Establishing a team of 44 policy ambassadors to promote the APS at post-secondary schools across Alberta at career fairs, forums and information sessions.
- Creating a corporate public policy internship program to develop recent graduates through meaningful work experience and targeted training and development.

- Developing a series of five classroom-based modules on policy, called Policy Essentials in the APS, to develop policy knowledge, skills and competencies at all levels.
- Developing pilots for new University of Alberta modules on public policy for both the SEMDP and MDP programs that focus on the theoretical aspects of developing public policy.

Developing Profiles for Policy Professionals

www.jobs.alberta.ca/careerprofiles

In consultation with APS policy professionals, a profile of skills and competencies for policy professionals was created to establish a foundation on which to build new development programs. We also profiled policy professionals in the "Ask our Employees" section of the GoA Jobs Website, to inform prospective candidates on what the work entails and potential career opportunities.

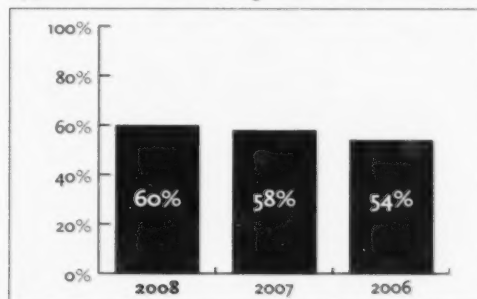


QUICK FACTS

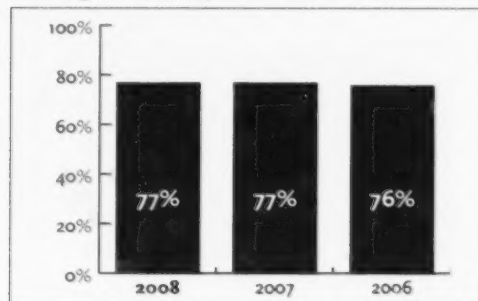
- 84 per cent of employees agree their job is a good fit with their skills and interests.
- 77 per cent of new employees indicated that they received orientation when they began employment with the GoA.
- 70 per cent of new employees who received orientation indicated that it met their expectations.

Measures from APS Workforce Plan

- ▶ 100 per cent of departments have identified and implemented some of the common orientation elements for all new employees.
- ▶ 96 per cent have implemented seven or more of the eight elements, including:
 - Pre-commencement welcome information
 - Administration
 - Ministry/department overview
 - Policies and procedures
 - Human resources overview
 - Checklist for supervisors
 - Invite to Orientation to Government sessions
- ▶ Per cent of employees who agree they have opportunities for career growth within the GoA.



- ▶ Per cent of employees who agree their organization supports their work-related learning and development.



From the Corporate Employee Survey

ENGAGING

Making a lasting difference. Leading public service innovation nation-wide. That's what the Alberta Public Service (APS) is about and it's something employees take pride in. Our engaged workforce means we support innovation, continuous improvements, values based decision making, and healthy work environments. Through recognition, personal growth opportunities and flexible work options, we are creating an environment that makes for a satisfied and productive workforce.

What we said we would do

Enable managers and supervisors to support engagement and retention.

WHAT WE'VE ACHIEVED

Internal Communication and Recognition Supports

A key component to employee engagement is the strength of the relationship between managers and their staff. Managers and supervisors can readily access the following supports to build and strengthen relationships within their teams (www.chr.alberta.ca/toolsforcommunicating):

- *Performance Coaching and Recognition* is a guide with tips for performance coaching and providing recognition to employees.
- *Performance/Career and Learning Conversation Resources* provides information and resources on having performance conversations, and career and learning conversations between supervisors and employees.
- *Tips on Giving Feedback* contains tool and tips on providing employees with effective feedback.
- *Effective Internal Communications* is a resource for supervisors to help plan staff communications.

APS Vision & Values Audit

In response to the APS Vision and Values Audit, CHR has taken a lead role to share cross ministry recommendations to support a greater incorporation of the APS Values into work practices. Deputy Ministers and executive teams were successful in implementing a variety of initiatives and ministries demonstrated accountability through measuring and monitoring their efforts.

Proudly Working Together (PWT) Events

www.chr.alberta.ca/proudlyworkingtogether

For three consecutive years, the Proudly Working Together events have enabled GoA employees to come together to celebrate successes with themes driven by the APS vision and values.

In fall 2008, nine events in seven locations were held across the province with an attendance of approximately 3,600 participants including Deputy Ministers. The event's theme was recognition.



Hosted by the Deputy Minister of Executive Council, the fun and casual events provided opportunities for GoA employees to share ideas about positive recognition that could be brought back to the workplace. The event also enabled participants to learn about initiatives within the GoA related to the

vision and values. Feedback indicated that 85 per cent of attendees felt that the event made them feel recognized and 91 per cent felt that the event increased their awareness and understanding of the importance of recognition.

What we said we would do

2

*Supporting supervisor/employee relationships
by focusing on recognition and performance
management.*

WHAT WE'VE ACHIEVED

Premier's Awards of Excellence (PAE)

www.chr.alberta.ca/premier

The Premier's Award of Excellence program annually recognizes teams for their commitment to outstanding service and demonstrating excellence in business practices while embodying the values of the APS.

In 2008, the GoA celebrated the work of 27 teams at the PAE Ceremony. Six of the 27 teams were also nationally recognized through the Canada Awards for Excellence.

A video titled, "Our Workplace, Our Future", was showcased at the 2008 PAE Ceremony and received a Silver Telly, an international award honouring the best in television, video and film production. This video is now used for various events throughout the GoA.

Deputy Minister of Executive Council Service Excellence Program

www.chr.alberta.ca/servexcellence/recognition

This program was launched in 2003 to recognize teams of public service employees that have gone the extra mile to deliver excellent service to Albertans, and it embodies our vision and values.

Through the program, teams:

- assess internal dynamics and services they provide;
- seek client feedback;

- enhance service;
- re-evaluate their methods of service delivery; and
- reflect on their experience.

On March 13, 2009 a recognition event was held at Alberta's Government House for two teams that completed criteria in all five Service Excellence modules. Since the start of the program a total of 16 teams have received this award.

Common Performance Assessment

www.chr.alberta.ca/performancemanagement

A common performance and assessment process for managers and opted out/excluded employees was implemented across government with all departments using the common approach by 2008-09. Ongoing implementation supports include training for HR Community and the upcoming implementation of a "Goal Setting" workshop.

Common Milestone Recognition

The GoA recognizes employees as they reach key milestones in their careers including years of service and retirement. In 2008, a government-wide approach was identified to recognize these milestones. This approach will include service recognition gifts to employees when they complete their five-year employment milestone, and every five years thereafter, and upon retirement.

ENGAGING

**What we said
we would do**

3

Increase use of flexible work options and alternative work arrangements.

WHAT WE'VE ACHIEVED

Flexible Work Options / Alternative Work Arrangements (AWA)

An AWA/mobile work pilot is studying HR and workplace culture implications, including developing supports for managers and supervisors of mobile workers. This pilot will provide further information to guide ministries in implementing flexible work arrangements. Pilot participants from Infrastructure, Transportation, Service Alberta and Employment and Immigration have provided input into:

- pilot concepts and terms;
- a mobile work agreement;
- tips sheets on managing mobile workers; and
- strategies for managing social connections and health and safety issues.

The pilot participants will also evaluate the pilot through a participant survey.

**What we said
we would do**

4

Enhance programs and supports to ensure healthy and safe work practices for all employees.

WHAT WE'VE ACHIEVED

GoA Occupational Health and Safety (OH&S) Program

www.chr.alberta.ca/occhealthsafety

The newly revised OH&S program is ready for roll out. The goal of the program is to promote a culture that values health and safety, and safe work practices by all employees across government.

Medical Consultant Services

www.lifemark.ca

In April 2008 the GoA contracted with a new medical consultant service, Life Mark Health, and introduced a health practice consultation service. Among other key services, it provides a resource for human resource staff and front line supervisors to help assist in determining an employee's abilities and restrictions or limitations in order to facilitate a return to work plan.

Employee Support and Recovery Assistance (ESRA) Program

www.chr.alberta.ca/health

The ESRA program is available to all GoA employees who may experience challenges with coordinating or accessing health and support services while at work or when recovering from an illness. A program review was conducted in 2008-09 to identify potential improvements to program access, delivery and scope. Enhanced ESRA services will be introduced in April 2009.

Employee Family Assistance Program (EFAP)

www.chr.alberta.ca/health

The EFAP is a prevention focused program that provides voluntary, confidential counseling and Work Life Solution services to employees and their immediate family members. In 2008-09 there was a focus to increase awareness of the program, resulting in a significant increase in usage.

Tools, Supports and Promotions

www.chr.alberta.ca/workplacehealthprograms

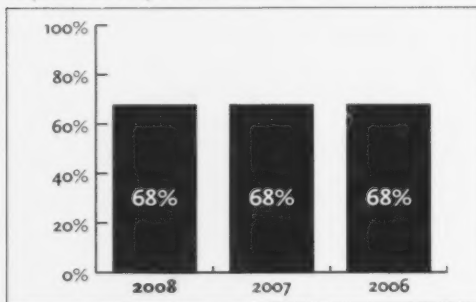
In 2008 the workplace health web page was updated to include various resources, tools and program outlines.

October 2008 was workplace health month, a national campaign aimed at highlighting the importance of having a healthy and safe work environment. During the month the GoA hosted speakers on emerging workplace health topics and promoted existing services and programs. Participant feedback indicated speaker topics were relevant and interesting and encouraged similar sessions to be offered on an ongoing basis.

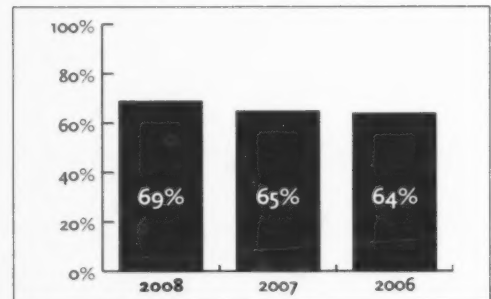
Measures from APS Workforce Plan

- 92 per cent of departments demonstrate supports and strategies for workplace health.

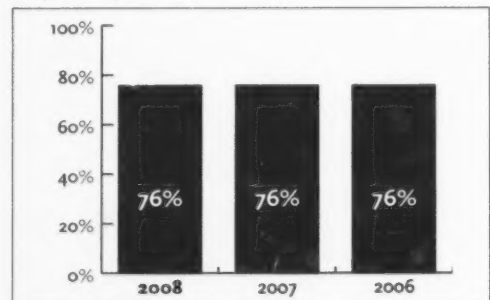
- Per cent of employees who agree the feedback they receive from their supervisor helps them improve their performance.



- Per cent of employees who agree they have support at work to balance their work and personal life.



- Per cent of employees who agree they are treated respectfully at work.



QUICK FACTS

From the Corporate Employee Survey

- 80 per cent of employees stated they are satisfied in their work with the GoA.
- 85 per cent of employees indicated they were aware of the APS vision prior to the Corporate Employee Survey.
- 81 per cent of employees agreed they felt informed about APS values.

	2008 (%)			2007 (%)	
	GoA	GoA Management	GoA Non-Management	GoA	
EMPLOYEE ENGAGEMENT INDEX					
Satisfaction with work	80	89	78	77	
Satisfaction with your ministry/department	68	81	66	65	
Inspired to give your very best	67	78	65	71	
Recommend organization as great place to work	70	80	67	64	
Stay with organization even if offered similar job elsewhere	66	74	65	63	
Proud to tell people that you work for the organization	72	80	71	69	
QUALITY WORK ENVIRONMENT INDEX					
Positive work relationships with your co-workers	90	95	89	92	
Have support at work to provide high level of service	65	75	63	64	
Your job is a good fit with your skills and interests	84	92	82	84	
You have support at work to balance work and life	69	73	68	65	
Satisfied with quality of supervision you receive	71	80	69	71	
Confidence in senior leadership of your ministry/department	57	72	54	56	
Know how your work contributes to achievement of goals	73	89	69	74	
Organization supports your work related learning/development	77	88	75	77	
Opportunities to provide input into decisions affecting your work	62	80	59	61	
Receive meaningful recognition for work well done	55	71	52	55	
Opportunities for career growth within the organization	60	74	57	58	

* Surveys have exact wording to questions in GoA Survey.

** Surveys have similar wording to questions in GoA Survey.

SOURCES	ORGANIZATION	DOCUMENT SOURCED
	Canadian/Provincial/Territorial Jurisdictions (Average and Top Score)	Report of 2007-08 data collected by Employee Engagement Interjurisdictional Team, a collaborative effort between territorial, provincial and federal governments across Canada.
	Government of Northwest Territories	2008 Employee Satisfaction and Engagement Survey
	Government of Yukon	2008 Yukon Government Employee Engagement Survey
	Australian Public Service Commission	State of the Service Report Employee Survey Results 2007-08
	Government of New Brunswick	Public Service Employee Survey: Summary Report 2007
	Government of Nova Scotia	2007 Employee Survey Report
	Hewitt***	2009 Best Employers in Canada Study

	2008 (%)			2007 (%)				2009 Hewitt's Best Employers in Canada Study (BES) ^{***} (%)			
	Government of Northwest Territories ^{***}	Government of Yukon [*]	Australia (Public Service) ^{***}	Canadian/Provincial/ Territorial Jurisdictions [*] (Average Score)	Canadian/Provincial/ Territorial Jurisdictions [*] (Top Score Reported)	Government of New Brunswick [*]	Government of Nova Scotia [*]	50 Best Employers ^{***}	BES Database ^{***}	Private Sector ^{***}	Public Sector ^{***}
	72	64	78	71	80	80	79				
	55	49	74	58	65	65	65				
	47	64	82	67	79	75	79	74	65	63	51
	53	53	80	59	69	64	69	83	73	71	63
	49	56		59	66	66	66				
	69	57	79	64	75	75	72				
	88	84	80	87	93	93	90				
	62	61		62	72	67	72				
	86	77	73	79	86	86	83	83	77	66	66
	63	63	66	62	70	70	68	72	62	62	52
	64	74	66	69	73	73	68	77	70	68	59
	55	47	46	53	61	61	56	77	64	62	45
	87	61	90	76	90	90	78	90	84	86	81
	67	59	54	64	77	68	67	82	70	69	62
	67	60	52	63	74	68	74	67	56	57	47
	54	51	52	51	60	60	55	63	52	49	38
	50	50	59	46	58	40	47	65	52	53	42

*** Please note: All survey results used in the context of Hewitt's Best Employers in Canada study are the property of Hewitt Associates. Any distribution or use of this data, in whole or part, is strictly prohibited. The data provided is confidential and for internal use only.

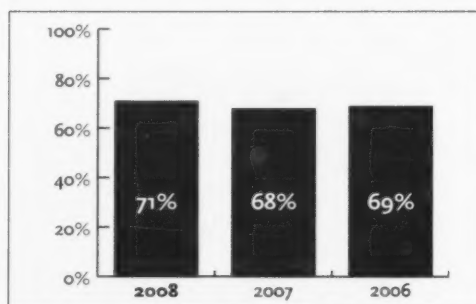
LOCATION/PROVIDED BY	
	Comparison 2007-08 data used with permission of the Employee Engagement Interjurisdictional Initiative. For further information, contact EEIT@gov.ab.ca.
	http://www.hr.gov.nt.ca/workplace/documents/2008_employee_survey.pdf
	http://www.psc.gov.yk.ca/pdf/2008_psc_ee_report.pdf
	http://www.apsc.gov.au/stateoftheservice/0708/surveyresults.pdf
	http://www.gnb.ca/0163/Summary_Report-e.pdf
	http://www.gov.ns.ca/psc/default.asp?mn=1.161.233.569
	Purchased from Hewitt.

CORPORATE EMPLOYEE SURVEY INDICES

Employee Engagement Index

- This index is based on the result of six questions from the Corporate Employee Survey that are outcome measures of employee engagement.

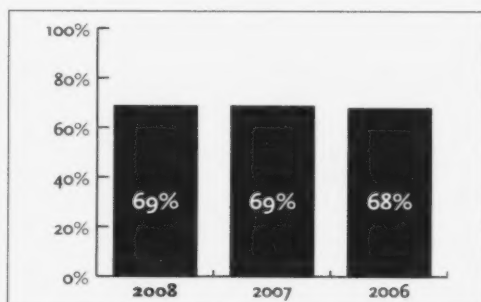
1. Satisfaction with their work
2. Inspired to give their very best
3. Proud to tell people they work for GoA
4. Satisfied with ministry/department
5. Recommend GoA as a great place to work
6. Prefer to stay with GoA



Quality Work Environment Index

- This index is based on the result of eleven questions from the Corporate Employee Survey that measure the key determinants of a quality work environment.

1. Positive relationships with co-workers
2. Job fits skills and interests
3. Support for learning and development
4. Know how work contributes to goals
5. Satisfied with quality of supervision
6. Support to balance work and personal life
7. Support to provide high level of service
8. Opportunities for input into decisions
9. Opportunities for career growth
10. Confidence in senior leadership
11. Receive meaningful recognition





**What we're
doing next**



APS Workforce Plan 2009-2012
FORWARD FROM STRENGTH

www.chr.alberta.ca/apsworkforceplan

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July 2009

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